



MEDICAL DEVICES



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This report is being updated. Subscribers will receive complimentary copies of the previous edition while the new report is in preparation.

Top 10

World's Leading DAIRY Companies

A NEW THOUGHT-PROVOKING REPORT ON PERFORMANCE, CAPABILITIES, GOALS AND STRATEGIES OF THE MAJOR COMPETITORS IN THE WORLDWIDE DAIRY MARKET

- Arla Foods
- Danone
- Dean Foods
- DFA
- Fonterra
- Friesland
- Kraft
- Lactalis
- Nestle
- Unilever

Available by Company and Section!

Contains nearly 500 pages and 65 tables

Includes a 50-page Worldwide Market Overview

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VENTURE PLANNING GROUP

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INFORMATION • INTELLIGENCE • ANALYSIS • INSIGHT

Rationale & Objectives

A strategic assessment of the competitive environment is unquestionably one of the highest priority management responsibilities, the task crucial to business survival, growth and profitability. Timely and factual competitive intelligence is vital to the success of all business functions, especially Planning, Marketing, R&D and Manufacturing. In a highly dynamic and fragmented dairy market, besieged by intense competition, the ability to anticipate new product introductions and marketing strategies is particularly important... and can spell the difference between success and failure.

The **TOP 10**, a unique series of market intelligence studies introduced by VENTURE PLANNING GROUP in 1987, is designed to provide the dairy industry executives with strategically significant competitor information, analysis and insight, critical to the development and implementation of effective marketing and R&D programs.

The study's major objectives include:

- To establish a comprehensive, factual and cost-effective information based on performance, capabilities, goals and strategies of the world's leading dairy companies.
- To assist potential market entrants in evaluating prospective acquisitions and joint venture candidates.
- To complement organizations' internal competitor information gathering efforts by providing strategic analysis, data interpretation and insight.
- To identify the least competitive market niches with significant growth potential.

Study Content

WORLDWIDE MARKET DYNAMICS AND TRENDS, 2008-2018

The study will provide a concise worldwide strategic overview of the dairy market, including the 2008-2018 forecasts for major geographic regions, market segments and product categories.

In addition, a concise review of the U.S. and international demographic, social, economic, technological and regulatory trends with potentially significant impact on the dairy market during the next five years will be presented.

COMPANY STRATEGIC ASSESSMENTS

The following companies have been selected as the **Top 10** suppliers with the highest worldwide sales of dairy products:

- Arla Foods
- Danone
- Dean Foods
- DFA
- Fonterra
- Friesland
- Kraft
- Lactalis
- Nestle
- Unilever

For each of the **Top10** companies, the report will provide an approximately **50-page** strategic analysis, including the following information:

SECTION I: EXECUTIVE SUMMARY

- A 3-5 page synopsis of key sections.

SECTION II: BUSINESS ORGANIZATION

- History of the company's dairy business evolution, important to the understanding of the corporate culture, management mentality and strategies.
- Most recent acquisitions, divestitures and organizational changes.
- Current organizational structure.

SECTION III: SENIOR MANAGEMENT

- Management philosophy.
- Background of senior managers.
- Organizational chart with names and titles of key executives.

SECTION IV: FACILITIES AND EMPLOYEES

- Location and size of major administrative, manufacturing and R&D facilities in the U.S. and abroad.
- Manufacturing practices.
- New plants under construction.
- U.S. and international work force size and distribution.

SECTION V: TECHNOLOGICAL KNOW-HOW

- Internally developed and acquired technologies, processes and other related capabilities.
- Proprietary know-how and patent litigations.

SECTION VI: PRODUCT PORTFOLIO ANALYSIS

- Extensive review of major brands.
- Most recent new product introductions and brand line extensions.

SECTION VII: MARKETING TACTICS

- Sales force size and structure in the U.S., Europe, and Japan.
- Major sales office locations.
- Marketing tactics.
- Major promotional tactics, e.g., advertising, pricing, discounts, etc.
- Innovative packaging approaches.
- Product service and support.

SECTION VIII: FINANCIAL ANALYSIS

- The 2008 U.S. and international sales and operating profit estimates by division, geographic region, brand and market segment.
- The 2008-2013 sales and operating profit performance.

SECTION IX: R&D EXPENDITURES AND MAJOR PROGRAMS

- The 2008 R&D budget.
- Research facilities and staff.
- New technologies, products and product line extensions in development.

SECTION X: STRENGTHS AND WEAKNESSES

- Organizational
- Marketing
- Technological
- Financial

SECTION XI: STRATEGIC DIRECTION

- New business development and marketing objectives.
- Specific business strategies, including internal expansion, acquisitions, joint ventures and divestitures.

COMPARATIVE ANALYSIS

In this section of the report, the **Top 10** companies will be ranked according to the following criteria:

- The 2008 sales.
- Sales and market shares in North America, Europe, Japan and the rest of the world.
- Sales estimates and market shares by product category.
- Operating profit.
- R&D expenditures.
- Sales force size in North America, Europe, Japan and the rest of the world.
- Relative technological capabilities and marketing posture.
- Financial resources.

Methodology

INTERVIEWS

VPG's **Top 10** reports are based on interviews with current and executives, customers, suppliers, joint venture partners, bankers, auditors, financial analysts, as well as key individuals from advertising agencies, recruiting firms, trade associations, media and others knowledgeable of the companies' operations and strategies.

INDUSTRY SHOWS

The information from industry shows and marketing conferences occurring during the course of the study will be also included in the report.

VENTURE PLANNING GROUP'S DATABASE

VENTURE PLANNING GROUP's proprietary data files contain current information on numerous companies, technologies, products and executives worldwide, and have been developed in the course of the firm's nearly 90 syndicated and numerous single-client study. These files will be thoroughly searched to retrieve any information pertinent to the **Top 10** companies' capabilities and strategies.

SECONDARY INFORMATION SOURCES

A comprehensive review of the **Top 10** companies' product and financial literature, local press, business and technical periodicals, trade and professional association surveys, marketing and technical meeting presentations, patents, antitrust records, government documents and pertinent industry analyst reports will be conducted.

Cost & Delivery

The cost of the **TOP 10** report is as follows:

Complete 10-Company Report

Before Feb. 20, 2009			After Feb. 20, 2009		
PDF	Print	Both	PDF	Print	Both
\$10,200	\$8,500	\$13,100	\$12,300	\$10,100	\$15,600

Individual Company Assessments

Before Feb. 20, 2009			After Feb. 20, 2009		
PDF	Print	Both	PDF	Print	Both
\$1,500	\$1,250	\$1,900	\$1,850	\$1,550	\$2,400

The subscribers will have access to our data base during the course of the study and will receive two copies of the final report.

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<input type="checkbox"/> Print	8,500	10,100
<input type="checkbox"/> Both	13,100	15,600

I am interested in the following individual company assessments:

- Arla Foods Dean Foods Fonterra Kraft Nestle
 Danone DFA Friesland Lactalis Unilever

Cost per company:

	Before Feb. 20, 2009	After Feb. 20, 2009
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<input type="checkbox"/> Print	1,250	1,450
<input type="checkbox"/> Both	1,900	2,200

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